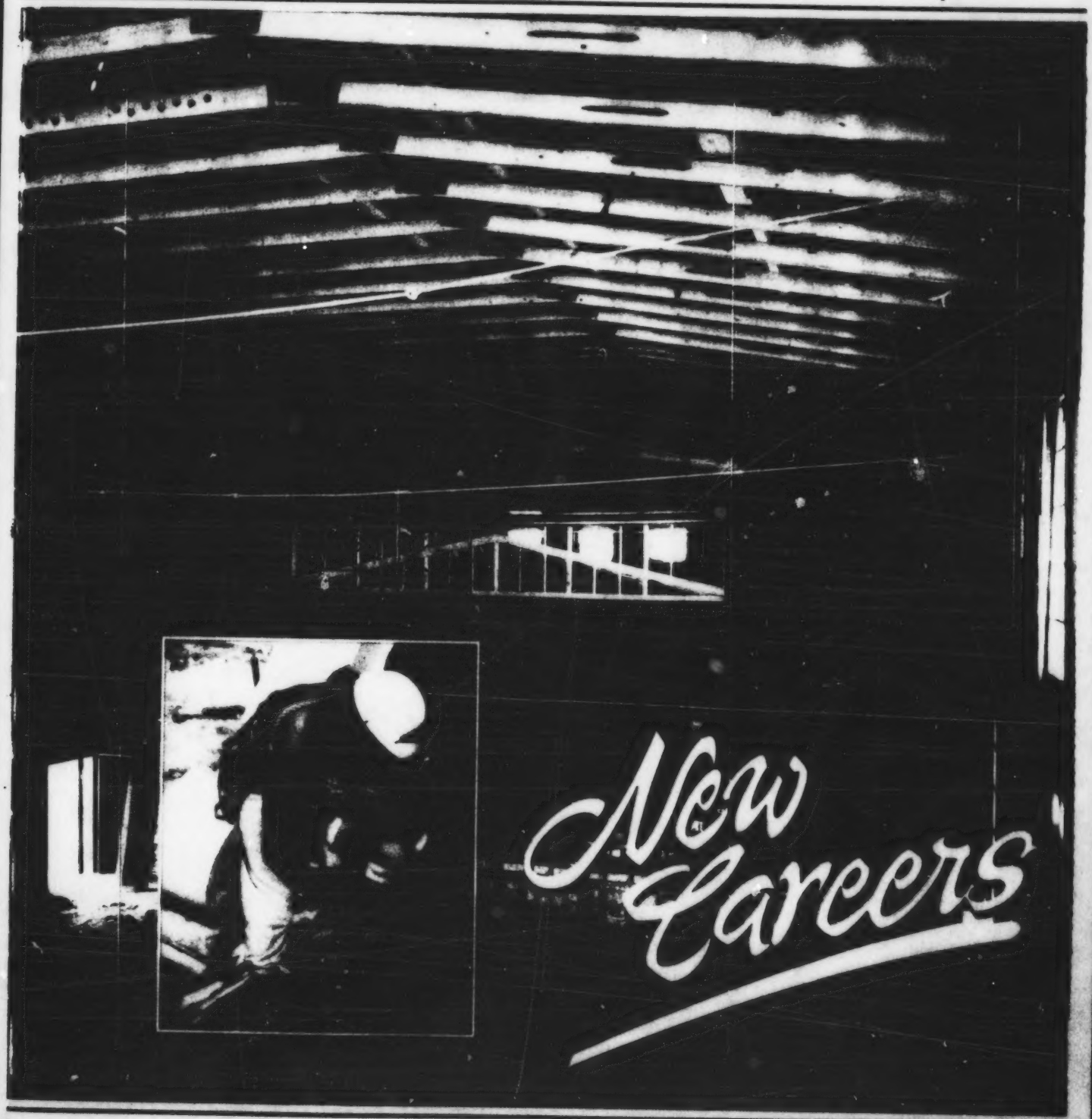
Government of
Saskatchewan

1990 - 1991 Annual Report



New Careers Corporation

92-03568/

Board of Directors

Board of Directors and Senior Management of New Careers Corporation

Front Row, Left to Right: Ida Johnson; Bonnie O'Grady; Ted Brady, Chairman; Alvin Gallinger, Chief Executive Officer; Mary Jane Tyzowski; Gladys Ollinger

Back Row, Left to Right: Terry Lyons, Secretary to the Board; Dave Buscis;Ralph Katzman; Chuck Gurney; Don Daniels; Tony Antonini, Manager.

Missing from Photo: Frank Zawada, Shelleen Vandermey; Shelley Hoover; Peter Tyerman; Lou Northcott; Don Racette

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Letter of Transmittal

Regina, Saskatchewan

To Her Honour
The Honourable Sylvia Fedoruk, O.C. SOM
Lieutenant Governor of the
Province of Saskatchewan

Your Honour:

I have the honour to submit herewith the annual report of New Careers Corporation for the period May 1, 1990 to April 30, 1991 including financial statements for the year duly certified by the Provincial Auditor, in a form approved by Treasury Board, all in accordance with the Crown Corporation Act 1978.

Respectfully submitted,

Janice MacKinnon,
Minister Responsible for
New Careers Corporation

Message from the Chairman

on Behalf of the Board of Directors

E. J. (Ted) Brady

Since its establishment in 1984, New Careers has developed a reputation as one of the most comprehensive and effective career rehabilitation agencies in the world. During the past seven years we have learned a good deal about what works and what doesn't, and we still have much to learn.

We are convinced, however, of the effectiveness of the Corporation's basic program approach and believe that this approach could and should be extended beyond our traditional client group - employable single men - and our traditional type of work - mainly construction projects.

To help us plan for and effectively manage long term change and expansion, the Board of Directors initiated a strategic planning process in the early spring of 1991. Our first step in this process was to articulate a Mission Statement for the Corporation. This Statement establishes for the people of New Careers and for those with whom we work, our fundamental mandate and approach. Based on our Mission Statement, we have developed, and are in the process of implementing, long term objectives including extension of our activities to new types of projects, increases in the number of trainees, and recruitment of new project and funding partners. The following statement of Our Mission was established with input from trainees, staff and senior management:

Our Mission

New Careers Corporation provides people receiving provincial financial asssistance with opportunities to develop independence and gain employment.

Our success is achieved through:

- Our unique programs which integrate work experience, training and counselling.
- Our belief in the dignity of each individual.
- Our commitment to the trainee.
- Our dedication to excellence.

On behalf of the Board of Directors, I wish to thank our trainees, staff, and senior management for their skill and dedication in realizing the Mission of the New Careers Corporation. I also wish to thank all those communities in Saskatchewan who have invited us to be part of the realization of their ideas and vision.

Message from the Chief Executive Officer

The theme of this year's Annual Report is "New Careers: An Investment in Saskatchewan". Since joining the Corporation as Chief Executive Officer in July 1990, I have seen the obvious fruits of that investment: more than $28 million in projects constructed throughout the province. I have also seen the less tangible dividends of the Corporation's work: newfound skills, confidence, independence and dignity of the people whom New Careers exists to serve - our trainees.

Individuals who come to New Careers bring with them varied and often complex problems in getting and keeping employment. By providing education, training, work experience and counselling, the Corporation offers them a chance at long-term stable employment. The approach is practical and straightforward. The results have been impressive: more than 60% of former trainees getting and keeping jobs, even in difficult economic times.

Since its establishment, New Careers has been committed to an ongoing evaluation process. Regular surveys of current and former trainees, staff, and clients have helped us improve our program and services. Our most recent evaluation found that completion of educational upgrading and trade certification has a major impact on a trainee's likelihood of finding employment after leaving the Corporation. In the past year, 92 trainees (over 25% of all trainees) enrolled in institutional courses, including ABE upgrading, commercial cooking, carpentry, truck driving, university level courses in administration, and heavy duty mechanics. One of the Corporation's objectives for the coming year will be to encourage more trainees to undertake educational and skill upgrading during their time with New Careers.

As New Careers has become better known for its work in Saskatchewan communities, many projects have been brought forward for our consideration. In choosing among these potential projects, our main criterion is the quality of training and employment experience which the work will provide for our trainees. The objective is interesting, meaningful and challenging work, supplemented by on-site training modules. Last year, trainees attended seminars and workshops on subjects ranging from defensive driving and first aid to managing personal finances and job retention.

I have been consistently impressed with the dedication shown by everyone associated with the Corporation to the values and goals of our program. I believe that our main challenge during the coming year will be to retain high quality standards of training and performance while seeking to expand the scope of the Corporation beyond our traditional client group to others who would benefit from the New Careers approach, particularly employable single parents.

Left to Right: Terry Lyons, Deputy C.E.O., Alvin Gallinger, Chief Executive Officer, Tony Antonini, Manager.

New Careers Corporation -

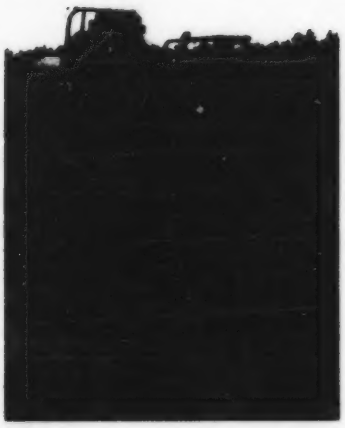
An Investment in People

New Careers Corporation is first and foremost an investment in people. Since 1984, New Careers has employed and trained over 730 individuals, all of whom were unemployed and receiving provincial financial assistance before joining the corporation. The most recent evaluation of the program (1990) confirmed earlier findings that New Careers Corporation has a significant impact on the ability of trainees to get and keep jobs. The 1990 survey of former trainees found that over 60% were employed. Of those trainees who undertook educational upgrading or trade certification while at New Careers, over 80% were employed. Overall, trainees have been employed almost 70% of the time since leaving New Careers, compared with an average of 40% in the five years before joining the program.

Many former trainees have found jobs related to their work at New Careers, but the variety of positions held by former NCC trainees ranges from gardening, landscaping and pipeline work to teaching, child care, commercial art and computer drafting. The 1990 evaluation found that average wages were about $8.60 per hour, a significant improvement on social assistance or minimum wage.

While trainees benefit from the independence and dignity of employment, society as a whole benefits from significant savings in social assistance payments, estimated in a 1986 evaluation of the New Careers program at a lifetime savings of $50,000 for the average trainee.

New Careers is not for everyone. Trainees who complete their Career Plan with the Corporation, and especially those who take the opportunity to upgrade their education and skills, have been most successful in finding steady employment after they graduate from the program. Those who leave the corporation after only a few weeks have benefited least. Personal maturity, a strong desire to improve one's life, and a determination to "stick with it" seem to be the most important factors in success both during and after the New Careers experience.



An Investment in Saskatchewan

An Investment in Projects

New Careers is not a "make work" program. It provides dignified work on real assets of value to the people of Saskatchewan, projects of which trainees can be proud. Since 1984, New Careers trainees have completed projects worth more than $ 28 million. Much of this work has been undertaken in the provincial parks system for Saskatchewan Parks and Renewable Resources, the Corporation's first major client. The corporation's client list has grown, however, to include local governments such as the Towns of Biggar, Buchanan, Kyle, and Stewart Valley; the Meewasin, Wascana and Wakamow Valley Authorities; and numerous non-profit organizations such as Girl Guides of Canada, the Horses and Handicapped program, and Regina Pioneer Village.

Saskatchewan residents and visitors benefit from New Careers; so does Saskatchewan business. New Careers has generated new work for firms throughout the province by sub-contracting project components such as mechanical and electrical installation, erection of steel, and supply of construction materials.

The training and experience provided by New Careers has not been at the expense of quality workmanship. In 1986, a firm of

professional quantity surveyors found that assets created by the Corporation were worth 97% of the total cost of operating the company. Several major projects have been completed at a cost lower than that which would have been incurred through private construction. In other words, training, rehabilitation, counselling and work experience were provided at virtually no expense above ordinary construction costs.

Elbow Golf Course

New Careers at Elbow: An Investment in Community

The community of Elbow is located on the eastern shore of Lake Diefenbaker at the bend in the South Saskatchewan River known as "the elbow". Traditionally an agricultural service centre, Elbow has recently begun to expand and diversify its economy. Elbow Harbour Marina and Elbow Harbour Golf Course - both constructed by New Careers Corporation - have provided the cornerstones for the area's development as a popular tourism and recreation centre.

New Careers began work on the 150-boat capacity marina in 1984. The project, which was completed in 1986 at a cost of $1.5 million, provided training and employment for 70 trainees. After completing the Marina, the Lake Diefenbaker project crew went on to construct an 18-hole golf course. The $1.8 million project was finished in 1988 and turned over to Saskatchewan Parks and Renewable Resources to be leased to the private sector. The lessee invested a further $600,000 to build a clubhouse and maintenance building and acquire equipment.

Clubhouse at the Elbow Golf Course

Between 1984 and 1988, the Lake Diefenbaker project employed and trained a total of 110 people. In addition to the marina and golf course, the crew made substantial improvements at Tufts Bay and in Douglas Provincial Park, including construction of boat launches, fish filleting stations and outdoor toilets, campground expansion, park landscaping, and construction of the Douglas Park Service Centre.

During their four years at Elbow, New Careers staff and trainees became a part of the community. Housed in a work camp within village boundaries (the site is now a trailer park), the crew consumed over 30,000 meals at local restaurants, and joined village residents in recreational and social events, including hockey, curling and softball.

Douglas Park Service Centre

The marina and golf course have been well-used by Saskatchewan residents and visitors. Some 16,000 rounds of golf were played in 1990, while the marina operated at an estimated 80% capacity. Between them, the golf course and marina have generated more than twenty new full and part-time jobs.

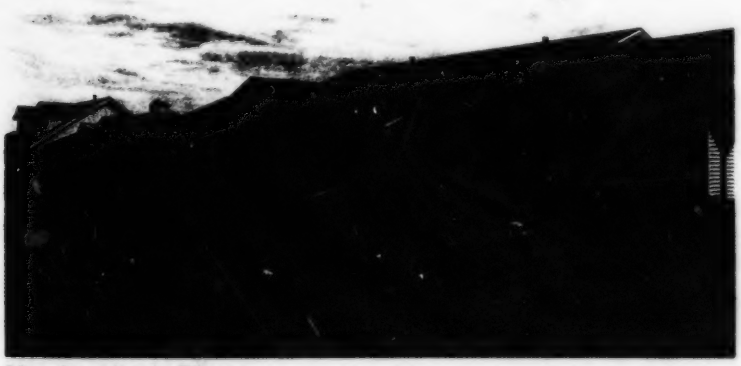
Private investment has followed the development of these major tourism assets. At Sarah's Cove, a resort subdivision consisting of over one hundred titled condominium and cottage lots, 60 lots had been sold by early 1991. Since 1988, several new businesses have been started in the village and others have expanded.

Spearheaded by an energetic Tourism Committee, the community of Elbow is building on the area's attractions as a destination for business and leisure travel, with plans for a hotel/convention centre and exploration of the potential for a mineral water spa.

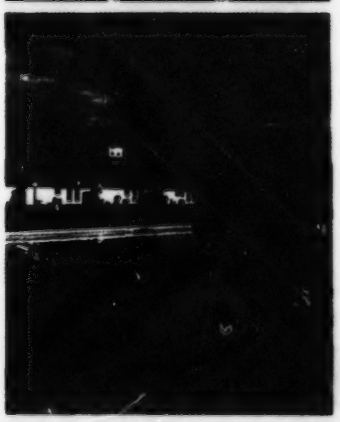
Mayor Frank Gallant, who approached the fledgling New Careers Corporation in 1984 about the possibility of projects in his community, recalls that, "for years, everyone talked about developing the recreational potential of the lake. When the New Careers people came down to meet with us, they were impressed." The partnership that developed between Elbow and the Corporation was, says Mayor Gallant, "a success story from the word go. I can't imagine a better program. (The marina and golfcourse) opened the door to major new developments, like the Sarah's Cove subdivision and this is only the beginning."

Elbow is one of many communities which have benefited from New Careers' commitment to quality training, employment and standards of work. For Elbow, New Careers has indeed been an investment in people, projects and community.

Elbow Fire Hall, constructed by New Careers Corporation



New housing in Elbow.



Condominium developments.

Project Highlights

TS-14 scraper at work on Shell Lake to Victoire road

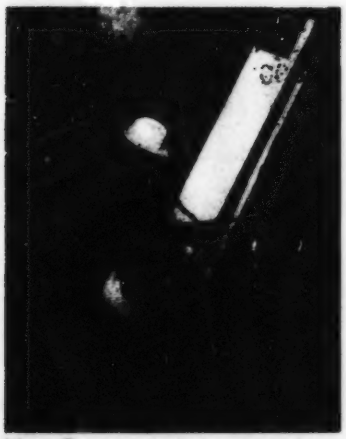
Meadow Lake Provincial Park

The Meadow Lake crew continued construction of an access road to the west entry of the Provincial Park and began construction of a 30 - kilometre road from Shell Lake to Victoire.

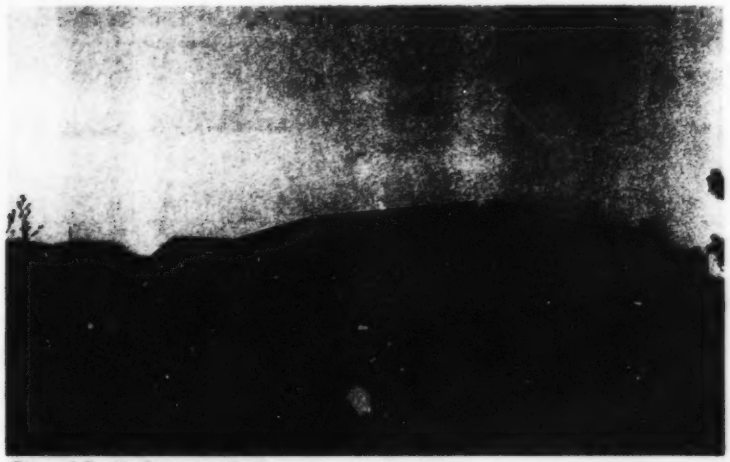
Trainees based at Goodsoil also worked on landscaping, playground development, the construction of park entry kiosks and a sewage lagoon, while a crew newly established at Prince Albert began work on a cemetary maintenance building for the City of Prince Albert. In a major new project for the Lloydminster Agricultural Society, New Careers trainees demolished two barns, relocated two others, and renovated the Society's office building.

Lake Diefenbaker

The Lake Diefenbaker crew substantially completed the restoration of historic Goodwin House at Saskatchewan Landing in spring of 1991, and carried out work in the provincial park, including tree planting and development of a group camping area. In Swift Current, Corporation trainees constructed a golfcourse clubhouse for the City of Swift Current and began a major project for the Swift Current Exhibition Association, including renovations to the Palliser Pavillion, Stockade, Doc's Town Historical Village and the Lion's Hall. The crew also cut 450 cords of firewood at Cypress Hills Provincial Park.



New Careers trainee at work.



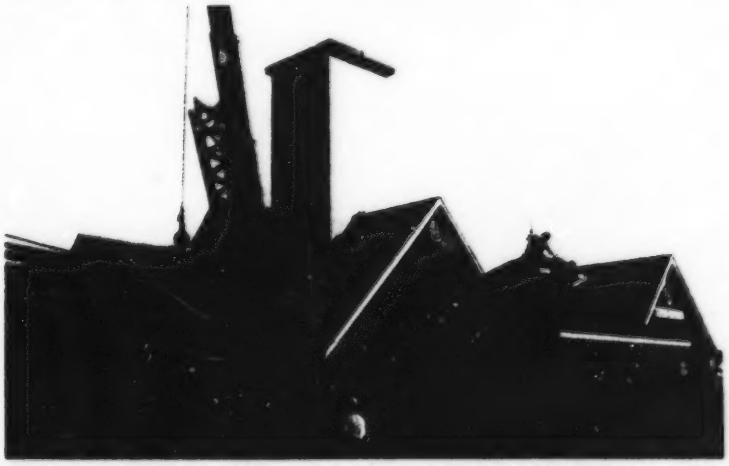
City of Swift Current Golfcourse Clubhouse

Saskatoon

The Saskatoon crew's major project in 1990-91 was the construction of a Regional Interpretive Centre at Duck Lake which will provide a nucleus for the interpretation of history at the "Heart of Canada's Old NorthWest". The centre includes a theatre, permanent collection gallery, gift shop, tower and national memorial to the Rebellion of 1885, organized around a theme of Indian, Metis and Pioneer Society between 1870 and 1905. As part of the town's Main Street project, trainees installed curbs, sidewalks and street lighting. Other projects undertaken by trainees included renovation and maintenance projects for several Saskatoon non-profit organizations and continued work for the Meewasin Valley Authority at Gabriel Dumont Park.

Duck Mountain

The Duck Mountain crew constructed a log building trail shelter, resurfaced two kilometres of bicycle trail, and developed three new campground loops and a group camping area at Duck Mountain Provincial Park. At Goodspirit Provincial Park, trainees undertook landscaping of the shoreline, including walkways, and constructed a group camping area. The crew began construction of a 930 square metre (10,000 square foot) building for the Ukrainian Catholic Church Camp at Crystal Lake. The Duck Mountain crew also began construction of a maintenance shop for the Rural Municipality of Buchanan.



Duck Lake Regional Interpretive Centre before raising of the cupola.

Town of Duck Lake Main Street Project.

Cupola in place.

Regina Project

During the year, New Careers trainees continued work for the Wascana Centre Authority, including the completion of 2,800 metres of bicycle pathways and completion of the Wascana Park Information Plaza, which was officially opened in June, 1990. The crew carried out maintenance and renovation work for Pioneer Village, the Regina Housing Authority, and several day care centres. Toward year-end, the Corporation began work on a new building for the Girl Guides. In Moose Jaw, New Careers Trainees carried out landscaping and clearing for the Wakamow Valley Authority and renovated space at Valleyview Centre for a pharmacy.

Rafferty Project

The Rafferty crew was primarily engaged in clearing and fencing in the Souris River Valley and development of the new Mainprize Park, where the crew installed an irrigation system and pumphouse for the 21-hole Mainprize Golf Course. During the year, the crew cleared deadfall and existing fencing in the Valley, and built 112 kilometres of new fencing above the anticipated floodline level of the new Rafferty Reservoir. In Woodlawn Regional Park, the crew removed diseased elm trees and began development of a new campground loop. Trainees also carried out work for the City of Weyburn, including fencing for the Nickle Lake Reservoir and demolition and salvage of the Flour Mill Annex.

Trainees at Duck Lake.

Cumberland House Project

New Careers continued supervision of the Cumberland House project which began in 1989-90. On the major project - a new community hockey and curling rink - the building foundation and steel framing were completed, and the building closed in by year-end. SaskWorks trainees also built several log cabins for the Pine Island Youth camp – an addictions treatment facility for young people – and constructed an addition to the village hall.

Program Statistics

Project	Trainees May 1, 1990	Trainees Entering Program	Leaving Program	Trainees April 30, 1991
Saskatoon	31	49	42	38
Regina	43	30	33	40
Lake Diefenbaker	15	32	24	23
Meadow Lake	10	39	27	22
Duck Mountain	20	27	22	25
Rafferty	29	36	32	33
Head Offifice	3	1	2	2
Cumberland House	(SASKWORKS PROJECT)			0
TOTALS	151	214	182	183

Educational / Technical Upgrading

TRAINEES ENROLLED IN TRAINING PROGRAMS

TOTAL May 1, 1990	ENROLLED During Year	COMPLETED During Year	TOTAL April 30, 1991
15	92	80	27

Financial Report

AUDITOR'S REPORT

To the Members of the Legislative Assembly of Saskatchewan

I have audited the balance sheet of the New Careers Corporation as at April 30, 1991 and the statement of revenue, expenditure and accumulated operating surplus for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at April 30, 1991 and the results of its operations and the changes in its financial position for the year then ended in accordance with the accounting principles disclosed in Note 2 to the financial statements.

W.K. Strelioff

Regina, Saskatchewan
June 6, 1991

W.K. Strelioff, C.A.
Provincial Auditor

Statement 1

NEW CAREERS CORPORATION
BALANCE SHEET
AS AT APRIL 30

ASSETS	1991	1990
Cash and short term investments	$ 294,821	$ 374,363
Accounts receivable	370,237	652,409
Fixed assets	755,967	573,362
Total Assets	$1,421,025	$1,600,134
LIABILITIES AND EQUITY		
Liabilities:		
Accounts payable and accrued liabilities	$ 342,814	$ 538,141
Equity:		
Equity in fixed assets	755,967	573,362
Accumulated operating surplus (Statement 2)	322,244	488,631
	1,078,211	1,061,993
Total Liabilities and Equity	$1,421,025	$1,600,134

(See accompanying notes to the financial statements)

Statement 2

NEW CAREERS CORPORATION
STATEMENT OF REVENUE, EXPENDITURE AND ACCUMULATED OPERATING SURPLUS
FOR THE YEAR ENDED APRIL 30

	1991	1990
Revenue:		
Grant from the Consolidated Fund	$5,737,542	$5,724,092
Contracts	1,142,396	1,493,696
Investment Income	250,075	166,529
Miscellaneous	60,463	49,286
Total Revenue	7,190,476	7,433,603
Expenditure:		
Operations		
Executive administration	388,923	268,294
Administration	407,183	584,753
Training	299,551	264,932
Bad debt expense	40,097	—
	1,135,754	1,117,979
Capital Construction Projects		
Supervisory salaries	872,370	590,609
Training employee wages	2,632,132	2,056,156
General project costs	277,358	850,405
Materials and supplies	598,617	926,114
Support equipment	375,050	304,042
Equipment rental	345,581	344,139
Meals and camp operations	500,094	530,524
Equipment repair and overhaul	413,441	292,406
Equipment purchases	206,466	155,587
	6,221,109	6,049,982
Total Expenditure	7,356,863	7,167,961
Excess of revenue over expenditure (expenditure over revenue)	(166,387)	265,642
Accumulated operating surplus, beginning of year	488,631	222,989
Accumulated operating surplus end of year - to Statement 1	$ 322,244	$ 488,631

(See accompanying notes to the financial statements)

NEW CAREERS CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
APRIL 30, 1991

1. Status of the Corporation
   The New Careers Corporation was established by Order in Council 598/84 on May 9, 1984 under the authority of Part I of The Crown Corporations Act, 1978. The Corporation undertakes various capital construction projects in order to provide career training and employment to individuals receiving provincial financial assistance.
2. Significant Accounting Policies
   (a) Basis of Accounting
   These financial statements are prepared using the accrual basis of accounting.
   (b) Revenue Recognition
   Grants from the Consolidated Fund are recorded as revenue when received.
   Revenue from contract work is recognized as the projects progress. Amounts received in excess of expenditures incurred on incomplete projects are reflected as deferred revenue.
   (c) Fixed Assets
   The Corporation records fixed asset purchases as expenditures in the year of purchase and records the proceeds of fixed asset disposals as revenue in the year of sale. The Corporation discloses the cumulative cost of the fixed assets on the balance sheet with a corresponding entry to equity in fixed assets.
   (d) Short Term Investments
   Short term investments are recorded at cost which approximates their market value.
3. Related Party Transactions
   Included in these financial statements are revenue and expense amounts resulting from routine operating transactions conducted at prevailing market prices with various Saskatchewan Crown-controlled departments, agencies and corporations with which the Corporation is related. Account balances resulting from these transactions are included on the balance sheet and are settled on normal trade terms.
4. Contract Revenue
   Contract revenue consists of cost recoveries where the Corporation has provided the materials or equipment for construction projects on behalf of its clients.